

THE RIGHT LEADER

Selecting Executives Who Fit

By Nat Stoddard with Claire Wyckoff

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Whichever side of the table you're currently on – hiring or being hired – the lessons in this book can make the difference between a great fit and a misfit.

–L. Gordon Crovitz, former publisher, The Wall Street Journal

*Beyond providing companies and their leaders with greater chances for success, our 'stretch goal' in writing **THE RIGHT LEADER** is to open as many eyes as possible to the power that corporate cultures have and how these cultures can either support or undermine a leader's success.*

*– Nat Stoddard, author of **THE RIGHT LEADER***

NEW BOOK FROM BUSINESS EXPERT NAT STODDARD PRESENTS REVOLUTIONARY APPROACH TO SELECTING TOP-LEVEL EXECUTIVES

Stoddard's Process Is Based On Understanding A Company's Culture—Not Just Its Needs—In Order To Find Leaders Who Fit

The need for excellence in business leadership has never been more critical than it is today. Yet the rate of leadership failures is at an all-time high. According to Nat Stoddard, chairman of Crenshaw Associates and author of **THE RIGHT LEADER Selecting Executives who Fit** (Wiley, February 2009), "One of the saddest aspects of these leadership failures is that few have much to do with the individuals' competence."

For Stoddard, an experienced CEO and now a career and corporate transitions specialist, the problem begins with the way C-suite executives are chosen. Too few companies have updated their selection processes to align with the new and intense demands that today's leaders face. In addition, many businesses fail to take into account their organization's cultures—as well as their business needs—when searching for top-level executives. In **THE RIGHT LEADER**, Stoddard doesn't call for the abandonment of current hiring models.

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Instead he shows how to enhance and improve the methods that are already in place.

He begins by explaining that selection teams must gain a clear understanding of what it means for an executive to “fit” the organization, using the analogy of trying to put a square peg (the new executive) into a round hole (the corporate culture) and expecting it to fit. He then presents a methodology to define, measure, and clarify corporate cultures—as well as corporate needs—so that their possible impact on a new leader’s success or failure can be anticipated before he or she is hired.

Along with a wealth of background information and ideas, **THE RIGHT LEADER** delineates the specific steps that companies need to take to successfully select top executives. These include how to make the process cost-efficient and timely; how to put together a team of outside advisors; how to delegate work to that team; and how to conduct needed research. To maximize the effectiveness of succession planning, Stoddard also provides detailed suggestions for applying the new steps to this part of the process.

A follow-on benefit of adopting the procedures outlined in **THE RIGHT LEADER** is that the information gathered during the process can later be used to help the new hire succeed. Stoddard explains how to create a due diligence library—a sort of field guide for newly hired leaders that can help them understand the realities of the company that they have recently joined.

By following Stoddard’s wise counsel, companies will be able to reduce the risks of leadership failures and ensure that their new executives have the abilities, personalities, and energy that match the business needs of the organization, and whose characters and style fit the cultures of the company. As bestselling author Marshall Goldsmith says, “**THE RIGHT LEADER** offers a great perspective on a critical topic. Look no further for practical coaching on executive selection to help your organization pick the right leader.”

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About the Authors

NAT STODDARD is Chairman of Crenshaw Associates (www.crenshawassociates.com), a New York-based consulting firm that specializes in career and transition management for senior executives. He is the former CEO of a leading kitchen products manufacturer and former chairman, president, and CEO of GE's Canadian appliance affiliate, Camco, Inc.

CLAIRE WYCKOFF is an accomplished writer and editor who has held several corporate and nonprofit executive positions that included the direction of three highly regarded business book initiatives. She currently serves on the faculty of NYU's Center for Publishing.

For more information, visit www.therightleader.com.